

**Leadership & Management:****Gifts Of Grace For The Growing Church**

Rev. Elder Don Eastman

*"Leadership is influence, nothing more, nothing less."*

---John Maxwell

*"A leader is someone who has followers"*

---Peter Drucker

Foundational to any discussion of leadership in the church is our view of the church of Jesus Christ. We are well aware that successive epochs of Christian history have brought differing paradigms of our faith and, with them, differing views of the nature and structure of the church. Today, each of these historic paradigms has influence and currency in various denominations or movements. The medieval Catholic paradigm is rooted in concepts of apostolic succession and, prior to Vatican II, a very definition of the church as priests and bishops. Catholics today define the church as the people of God, not just priests and bishops. But a profound dichotomy between clergy and laity continues. Reformation Protestants embraced the concept of the priesthood of believers, but continued to ordain an elite class of clergy as sole guardians of the Word and Sacraments. Hans Kung and others have suggested that we stand at the threshold of a new, emerging paradigm of the Christian Church, which he labels *ecumenical*. I think it is correct that a new paradigm is emerging, but it is not ecumenical as has been suggested, it is *charismatic*. Today, religion statistician David Barrett estimates that as much as twenty-five percent of the world's two billion Christians identify themselves as charismatic. This category barely existed at the beginning of the twentieth century. The significant point is that each of these paradigms is represented and has a measure of influence in the UFMCC. My own view is charismatic, which does not see the church so strongly as a dichotomy between laity and clergy, or an elite and elevated class to administer the Word and Sacraments, but rather a diffuse outpouring of the *charismata*, (gifts of grace) *whereby every member of the Body of Jesus Christ is empowered unto ministry.*

It is my conviction that providing strong, healthy, knowledgeable leadership in the church must begin with the biblical foundations of *charisma*, a biblical word, identified in I Corinthians, Ephesians, Romans and elsewhere. Interestingly, "leadership" is identified as one of the charismatic gifts in Romans 12, where leaders are instructed to "lead with diligence;" and "administration", or what we would know as "management", is one of the gifts mentioned in I Corinthians 12. While all in the church are gifted with *charisma* in one or more of many gifts, some will have the specific gifts of leadership and administration, and there is no indication that these particular gifts are limited to bishops, pastors or apostles who hold offices we might normally associate with such gifts. What is crucial is that these gifts are vital to the health of a growing church.





The past two decades have seen the emergence of numerous books on the subject of leadership, one of the most important of which is *Leaders: The Strategies For Taking Charge* by Warren Bennis and Burt Nanus (1985). Prior to this book, most publications on the subject of leadership were focused on military or political leadership, while in the business and non-profit sector issues of leadership were subsumed under management topics. But Bennis and Nanus make a distinction: "To manage means to bring about, to accomplish, to have charge of or responsibility for, to conduct. Leading is influencing, guiding in direction, course, action, opinion. Managers are people who do things right and leaders are people who do the right things." It is useful for us to consider this distinction, and to embrace the value of each of these functions as critical to the health of the church.

"Leadership is all the rage just now," says Peter Drucker, one of the world's most influential management thinkers of this century. Drucker, as I have understood him, has always fused the two concepts of leadership and management in his discussions of business organizations. In an era where leadership is equated with charisma (the secular definition, meaning "personal magnetism"), and corporations are paying for their managers to jump off cliffs at leadership training retreats, Drucker says very simply that leadership is "mundane, unromantic and boring. Its essence is performance." Such performance is expressed in three ways: First, the leader works at clearly defining the organization's mission, answering the question, "what is our business and what should it be?" The trumpet sounds a clear and certain sound. Secondly, the leader sees leadership as responsibility for results. Because of this a true leader encourages and glories in strong associates; able, independent and self-assured. Finally, a leader is one who engenders trust, a belief that the leader's statements and actions are consistent.

Seeing the primacy of both of these gifts and functions, in my paper to fulfill UFMCC ordination requirements in 1979 (for which I chose the topic of "Church Management"), sections were included on both *The Pastor As A Leader* and *The Pastor As A Manager*. Today, I believe all Pastors, who expect to lead growing churches need skills and competencies in both of these areas. Some would assert Pastors need mainly leadership skills, leaving administration or management functions to subordinates, and the usual outcome is churches that are woefully mismanaged. Leadership literature today is pumping the idea that most organizations are overmanaged and underled. But both gifts are needed, which leads to another observation.

The gifts of leadership and management involve aptitude and skills, ie; competencies which can be learned and developed. Every charismatic gift needs to be discovered and developed. There has been a long-standing debate as to whether leaders are born or made. The shifting consensus in the current spate of books on the subject is that capabilities and competencies for leadership can be developed in many people who do not even realize they have the capacity for leadership. I Corinthians challenges us to "earnestly desire the greater gifts." *Charisma* is not genetic.

Anderson and Jones, in their excellent book, *The Management of Ministry*, identify three tasks of church leadership: authentic spiritual direction, effective associational leadership, and efficient organizational management. I find these to be useful categories for framing some



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thoughts on "strong, healthy, knowledgeable leadership" in the UFMCC.

### **Authentic Spiritual Direction**

Authentic spiritual direction is a matter of both character and competence. Paul Tillich says that church leaders "gain absolute authority because of the absolute character of what they stand for." Anderson and Jones talk of the leader as "bearer of the holy." This is the "values" dimension of leadership.

Character counts. Aristotle, in his *The Rhetoric*, saw three major sources of persuasion: *ethos* was the persuasive character of the speaker, *logos* was the logical argument of the speech and *pathos* was the emotional appeal to the listener. Of these three, *ethos* was the most important. A derivative word of today, *ethic*, is no less important to the contemporary art of communication. As the saying goes, "what you do speaks more loudly than what you say." This is what has been called the first law of leadership: "If you don't believe in the messenger, you won't believe the message."

Scott Peck in his popular book, *The Road Less Traveled*, sees a character disorder in those who refuse to accept responsibility for themselves. Peck identifies four tools of self-discipline for the process of confronting and solving life's problems: 1) Delaying gratification, a process of scheduling the pleasure and pain in life; this is the self-discipline of managing one's time. 2) Acceptance of responsibility is the willingness to confront a problem, knowing it is one's own. 3) Dedication to the truth, which is a continuous openness to stringent self-examination, and a willingness to be personally challenged; this is commitment to a life of total honesty. 4) Balancing is the discipline of discipline, the capacity for "giving up", that is rejecting, responsibility that is not truly one's own. The commitment to these disciplines is an absolute prerequisite to strong, healthy leadership.

Authentic spiritual direction is also a matter of competence. Latin American Baptist Rene Padilla says, "the church that does not feed its faith through reflective thinking easily falls victim to prevailing ideologies." Paul's repeated challenge, "I do not want you to be ignorant" is critical for us today. Church leaders clergy and laity alike, need to function from a very powerful foundation of biblical and theological competence. Orlando Costas, in his definition of wholistic church growth, includes "conceptual" growth as an important indicator of the health of a church. Conceptual growth is growth in one's knowledge of the faith. Commitment to such growth is prerequisite to strong, knowledgeable leadership.

### **Effective Associational Leadership**

If authentic spiritual direction is about "values," effective associational leadership is about "vision." Bennis and Nanus write, "Leaders create focus which gives the organization a sense of direction. To choose a direction a leader must first develop a mental image of a possible and desirable future state of the organization. This image is called a vision." When such a vision is truly compelling and credible, and when it is widely shared by individuals in an organization it carries the power of transformation.

thinking

Critical Mass - 200

350 - Staffing Issues

If you fail to plan you plan to fail.



Political scientist James MacGregor Burns makes a distinction between "transactional" leadership and "transformational" leadership. A good example of these two kinds of leadership can be seen in two American presidents, John F. Kennedy and George Bush. Kennedy had an incredible vision of a new America; goals to reach the moon, creation of a peace corps, and a challenge to citizens to ask what they could do for their country rather than what their country could do for them. George Bush, on the other hand, asked, "What's this vision thing?" Although he bragged that he "kicked a little ass" while debating Geraldine Ferraro, much of America continued to see him as a "wimp." His one term in office was a textbook example of transactional leadership. Not much changed. What was the difference? Kennedy had a clear vision of a better country and communicated it effectively.

Robert Schuller defines leadership as: "Thinking ahead, planning for the future, exhausting all the possibilities, envisioning problems and dreaming up solutions to them, then communicating the possibilities to decision makers. This is leadership. In any institution, the leader is the one who is thinking ahead of everyone else...not living in the past, but in the future, for leadership draws its inspiration from future projection and not from past accomplishments. The leader is alert to movements, trends and evolving developments...literally thinking longer thoughts than anyone else is and expressing them effectively."

The big question is how do leaders learn to develop and communicate vision? Bennis and Nanus say that "usually the vision did not originate with the leader personally but rather from others." Successful leaders are great askers and great listeners, and they are great learners. If there is one competency that stands out to me as I observe what I believe to be highly successful church leaders it is the capacity and passion for learning. This is where vision finds its roots.

### **Efficient Organizational Management**

Anderson and Jones make the point, "it is often hard to distinguish where organizational management ends and association leadership begins." Bennis continues to clarify this distinction in his more recent book, *On Becoming A Leader*. For instance, "the manager maintains; the leader develops." Or, "the manager administers, the leader innovates." And, "the manager asks how and when, the leader asks why?" I come back to my earlier observation; *a strong healthy church must have both*.

There are five traditional categories or functions of management: planning (setting goals), organizing (recruiting), staffing (training), directing (supervision), and controlling (evaluation). In my experience, these are of very little importance in smaller churches and the necessary functions occur in very informal ways. But when churches move beyond 150 in size, these functions begin to become much more important, and competency to execute them is very useful. Unfortunately, most churches don't even have a clue how some of the most basic management tools, such as planning, can serve them.

This is where the work of District Coordinators, Samaritan Institute of Religious Studies and the Strategic Growth Initiative can help develop new skills in local church leaders.

Look at past, present, future -  
Don't reinvent the wheel!

10-20% leave each year - norm

Impending trends - warning signs; AIDS - Baby boomers retire -

Culture - Springs from values/beliefs

Shaping of social architecture; Corporate cultures; <sup>Terrence Allen</sup> Shal & Kennedy

1. Environment
2. Values
3. Heroes & Sheros
4. Rites & Rituals
5. Networks

Positioning

Establishing a niche in your community -

Anticipate change & act proactively.

What kind of church are we going to be?

Self - deployment of self.

Incredible capacity for learning - brain picking

Leaders know how to learn

Leaders lead learning orgs.

Acknowledge & share uncertainties

Embracing error - ownership

Responding to future

Becoming interpersonally competent

Gaining self-knowledge



Something as basic as helping a Board of Directors learn its roles and responsibilities, or introducing churches to administrative software and other resources, or developing methods and models for effective ministry planning can help create stronger churches.

*Note to the General Council: These are some beginning thoughts on the question raised regarding strong, healthy, knowledgeable leadership. As we engage this issue of leadership development through SGI, I expect to continue to develop this document, sharing with you subsequent drafts as we grapple with these vital issues.*

Setting goals Romans 12:8 "Lead & Diligence."

Administration/government.  
"Management"

Leaders: Strategies for taking charge

Most churches are under managed -

The Management of Ministry: Anderson & Jones

Authentic spiritual direction - spokesperson for God.

Functional competence - "Want the juice but don't want the squeeze"

1. Competence - Organizational, interpersonal skills.
2. Character - Ethics, can be lost if not deal w/ own problems.
3. Constancy

Scott Peck: The Road Less Traveled. Those who refuse to accept resp for selves

1. Delaying gratification
2. Acceptance of resp.
- 3.

Stability - Hang in there! Persistence.

Effective Associational Leadership - leaders Bennis & Nanis

Leaders create focus

4 strategies for taking charge - Leaders

1. Vision - what is our business & what should it be.
2. Culture
3. Position
4. Self

Develop image of future state of organization.

? Dream ? Goal - credible, attractive. <sup>Chc</sup> Dreams + visions are the language of the HS.  
vague precise

Born in habit of prayer -

Comes from people - Leaders are good askers & great listeners.



## First Draft

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## CHURCH MANAGEMENT; DEFINITIONS

### TWO BASIC TASKS OF A MANAGER:

1. To create a true whole that is larger than the sum of its parts, a productive entity that turns out more than the sum of the resources put into it. This requires the manager to make effective any strength in the available resources, especially human resources. He/she must also neutralize whatever there is of weakness. She/he must balance and harmonize major functions of the organization and consider simultaneously the performance and results as a whole.

2. To harmonize in every decision and action, the requirements of the immediate and long-range future. As a manager, a pastor must live and act in two time dimensions. If we do not consider the next ten years, what occurs in the next hundred days may become meaningless. And if we do not take care of the next hundred days, there may not even be a next ten years.

(from Peter F. Drucker, Management: Tasks, Responsibilities, Practices, (Harper and Row, New York, 1973), pp. 398-401.

### FOUR BASIC FUNCTIONS OF A MANAGER:

#### 1. PLANNING

Predetermining a course of action. In the first place, a manager is responsible for the establishment of objectives. Management determines what must be done, where it must be done, how it must be done and when it must be done. This involves forecasting - estimating the future, determining desired end results, establishing a sequence and priority of steps to be followed, establishing a time sequence for each step, allocating resources, establishing procedures and developing policies. Goals are determined in each area of objectives; decisions are made regarding the objectives and the objectives must be communicated to the people whose performance is needed to attain them.

#### 2. ORGANIZING

Arranging and relating work to be performed at various positions. The manager determines who is to do what, with how much authority and in what physical environment. The manager analyzes the activities, decisions and relations needed. He/she classifies the work and divides it into manageable jobs. People are selected, and responsibility and authority are delegated. Conditions must be created to provide for mutually cooperative efforts of people.





### 3. DIRECTING

Causing people to take effective action. A manager motivates and communicates. This involves getting people to do their prescribed work willingly and with enthusiastic cooperation. The pastor a manager must form a team out of the people that are responsible for various jobs. The manager develops people, helping them improve their knowledge, attitude and skills.

### 4. CONTROLLING

Assessing and regulating work in progress and completed. The manager must follow up to see that the planned work is being properly carried out; and if not, apply proper remedial measures. The manager establishes measurements and sees that each person involved is aware of those measurements. She/he analyzes, appraises and interprets performance. And most importantly, the manager communicates the meaning and findings of those measurements to all people involved.





## A CHURCH MINISTRIES PLAN

### I. Areas of Focus

The church ministries plan should focus on two major areas: basic operations and advance.

- A. BASIC OPERATIONS are those activities that are the continuing, regular components of your church's ministry such as the regularly scheduled worship services, a Bible-study group and pastoral visits. They indeed occur without a plan, but with specific objectives and a defined program, much greater effectiveness is realized.
- B. ADVANCE is the area in which plans are made to meet needs that are not already being met by the church's present basic operations. Four types of advance could be considered:
  - 1. New ministries designed to meet needs of persons not previously ministered to in the church. This could involve such things as expansion to a new geographic area or new ministry to groups with special needs, eg., people of another language.
  - 2. An extraordinary increase, within a relatively short time, of something the church is already doing, such as increasing membership by 50 percent.
  - 3. Significant improvement of quality in ministries already established, such as bringing all deacons to a new minimal level of training in one year.
  - 4. Special plans, requiring unique effort, to improve the quality of a church's community relations by expanding and improving justifiable services to the community.



## DEVELOPING OBJECTIVES FOR CHURCH GROWTH

Druker outlines the following specifications for objectives:

1. Objectives must be determined by the organization's reason for being; they are the action commitment through which the church's purpose and mission are carried out. They are the fundamental strategy of the church.
2. Objectives must be operational. They must be capable of being converted into specific targets and assignments.
3. Objectives must make possible the concentration of resources and efforts. They must, therefore, be selective rather than encompass everything.
4. There must be multiple objectives rather than a single objective. It is necessary to balance a variety of needs and goals.

### Smart Objectives

A good objective has several qualities:

1. It is specific, stating exactly what must be accomplished with the ability to degenerate into work.
2. It is measurable. It is precise and unambiguous, clearly stating intended result in quantifiable terms.
3. It is acceptable. It must be willingly agreed to by the person who is assigned accountability for its results.
4. It is realistic. It must be attainable based on reasonable expectations, keeping in mind that expectations are informed guesses.
5. A good objective must be timed. It includes a specific target date, a deadline.





# *Strategic Growth Initiative*

## **Strategic Planning Workshop**

### **Outcomes:**

At the conclusion of this workshop, participants will have identified the core values of the participating church, developed a statement of vision for the church, written a mission statement for the church, identified the church's five greatest strengths and weaknesses, explored the external environmental trends and conditions affecting the church's future ministry, and selected from one to three strategic issues which could most impact the attainment of this group's vision. Following the workshop, a Strategic Planning Team will design strategic change projects addressing each of the issues selected. These projects will then be integrated into annual operational planning.

### **Materials needed:**

- An overhead projector and screen
- large newsprint paper on a solid easel
- wall surface and masking tape to affix newsprint sheets
- paper and pens for participants

### **Introduction: (9:30am - 9:45am)**

A discussion of the identity of the church; are we a gay/lesbian organization or the Christian Church; as the Christian church with primary ministry and constituency in gay/lesbian, bisexual and transgendered communities, what is the meaning of the Great Commission to our sense of purpose.

### **I. Vision & Values: Defining Our Mission (9:45am - 12:00pm)**

- A. Definition and discussion of Values; (9:45am-10:15am)
1. Values: *The most cherished beliefs and principles that guide this church*
  2. Each write down three; list all; vote on each (each person gets 3 votes); select 5

### **Break: 10:15am-10:30am**

- B. Definition and discussion of Vision; (10:30am-11:00am)
1. Vision: *A picture of the desired future of this church, inspiring loyalty & commitment*
  2. Vision can state: a) how society will be changed, or b) the ideal state of your church
  3. Each write a vision of both; vote for two of each
- C. Definition and discussion of Mission; (11:00am-12:00pm)
1. Mission: *A definition of this church now in terms of its services and products, its clients and customers, and its roles and functions.*





2. Elements of a Mission Statement (combined from National Center for Nonprofit Boards and Support Centers of America):
  - Name of organization: (who) *identity/purpose*
  - provides: (what) *product/service*
  - to: (for whom) *client/customer*
  - through/by: (how) *role/function/activity*
  - so that: (why) *vision*
3. Small groups of five will each write a draft mission statement for the church; read each draft for the whole group. The Strategic Planning Team will use these drafts to complete a new mission statement for the church.

**Lunch Break: 12:00pm - 1:00pm**

## **II. Past, Present, Future: An Environmental Scan (1:00pm - 1:45pm)**

- A. Discussion of forces, trends, conditions in the church's external environment that will affect/impact its ministry
- B. Identify five significant opportunities that this church might take advantage of during the next several years. Each person writes down three; list all; each person has three votes.
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**Break: 2:30pm - 2:45pm**

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- A. Definition and discussion of strategic issues. Strategic issues are: *Challenges the ask, "Should we do something different to move closer to our vision?"*



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*Note: It is recommended that the Strategic Planning Team be comprised of the Senior Pastor, Board of Directors, and two key staff/ministry leaders appointed by the Senior Pastor.*





# ***Strategic Growth Initiative***

## **Target Church Organizational Analysis**

for

### **Strategic Planning Consultation**

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***Thank you for participating in the Strategic Growth Initiative!***





## FIVE KEY SKILLS

### Wisdom in the Ways Leaders Relate to Others

1. The ability to accept people as they are, not as you would like them to be.
2. The capacity to approach relationships and problems in terms of the present rather than the past.
3. The ability to treat those who are close to you with the same courteous attention that you extend to strangers and casual acquaintances.
4. The ability to trust others, even if the risk seems great.
5. The ability to do without constant approval and recognition from others.

- Warren Bennis and Burt Nanus  
in  
Leaders: The Strategies for  
Taking Charge



## A CHURCH MINISTRIES PLAN

### I. Areas of Focus

The church ministries plan should focus on two major areas: basic operations and advance.

- A. BASIC OPERATIONS are those activities that are the continuing, regular components of your church's ministry such as the regularly scheduled worship services, a Bible-study group and pastoral visits. They indeed occur without a plan, but with specific objectives and a defined program, much greater effectiveness is realized.

*Strategic Issue* B. ADVANCE is the area in which plans are made to meet needs that are not already being met by the church's present basic operations. Four types of advance could be considered:

1. New ministries designed to meet needs of persons not previously ministered to in the church. This could involve such things as expansion to a new geographic area or new ministry to groups with special needs, eg., people of another language.
2. An extraordinary increase, within a relatively short time, of something the church is already doing, such as increasing membership by 50 percent.
3. Significant improvement of quality in ministries already established, such as bringing all deacons to a new minimal level of training in one year.
4. Special plans, requiring unique effort, to improve the quality of a church's community relations by expanding and improving justifiable services to the community.

*Budget/Calendar -  
vs  
Annual Ministries Plan - Program of work for the church.*





## DEVELOPING OBJECTIVES FOR CHURCH GROWTH

Druker outlines the following specifications for objectives:

1. Objectives must be determined by the organization's reason for being; they are the action commitment through which the church's purpose and mission are carried out. They are the fundamental strategy of the church.
2. Objectives must be operational. They must be capable of being converted into specific targets and assignments.
3. Objectives must make possible the concentration of resources and efforts. They must, therefore, be selective rather than encompass everything.
4. There must be multiple objectives rather than a single objective. It is necessary to balance a variety of needs and goals.

### Smart Objectives

A good objective has several qualities:

1. It is specific, stating exactly what must be accomplished with the ability to degenerate into work.
2. It is measurable. It is precise and unambiguous, clearly stating intended result in quantifiable terms.
3. It is acceptable. It must be willingly agreed to by the person who is assigned accountability for its results.
4. It is realistic. It must be attainable based on reasonable expectations, keeping in mind that expectations are informed guesses.
5. A good objective must be timed. It includes a specific target date, a deadline.



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## CHURCH MANAGEMENT; DEFINITIONS

### TWO BASIC TASKS OF A MANAGER:

1. To create a true whole that is larger than the sum of its parts, a productive entity that turns out more than the sum of the resources put into it. This requires the manager to make effective any strength in the available resources, especially human resources. He/she must also neutralize whatever there is of weakness. She/he must balance and harmonize major functions of the organization and consider simultaneously the performance and results as a whole.

2. To harmonize in every decision and action, the requirements of the immediate and long-range future. As a manager, a pastor must live and act in two time dimensions. If we do not consider the next ten years, what occurs in the next hundred days may become meaningless. And if we do not take care of the next hundred days, there may not even be a next ten years.

(from Peter F. Drucker,  
Management: Tasks, Responsibilities, Practices, (Harper and Row, New York, 1973), pp. 398-401.

### FOUR BASIC FUNCTIONS OF A MANAGER:

#### 1. PLANNING

Predetermining a course of action. In the first place, a manager is responsible for the establishment of objectives. Management determines what must be done, where it must be done, how it must be done and when it must be done. This involves forecasting - estimating the future, determining desired end results, establishing a sequence and priority of steps to be followed, establishing a time sequence for each step, allocating resources, establishing procedures and developing policies. Goals are determined in each area of objectives; decisions are made regarding the objectives and the objectives must be communicated to the people whose performance is needed to attain them.

#### 2. ORGANIZING

Arranging and relating work to be performed at various positions. The manager determines who is to do what, with how much authority and in what physical environment. The manager analyzes the activities, decisions and relations needed. He/she classifies the work and divides it into manageable jobs. People are selected, and responsibility and authority are delegated. Conditions must be created to provide for mutually cooperative efforts of people.



### 3. DIRECTING

Causing people to take effective action. A manager motivates and communicates. This involves getting people to do their prescribed work willingly and with enthusiastic cooperation. The pastor a manager must form a team out of the people that are responsible for various jobs. The manager develops people, helping them improve their knowledge, attitude and skills.

### 4. CONTROLLING

Assessing and regulating work in progress and completed. The manager must follow up to see that the planned work is being properly carried out; and if not, apply proper remedial measures. The manager establishes measurements and sees that each person involved is aware of those measurements. She/he analyzes, appraises and interprets performance. And most importantly, the manager communicates the meaning and findings of those measurements to all people involved.

*Danger - "yes" to everything. Selectivity.  
Make Sunday worship count.*





# *Strategic Growth Initiative*

## **Strategic Planning Workshop**

### **Outcomes:**

At the conclusion of this workshop, participants will have identified the core values of the participating church, developed a statement of vision for the church, written a mission statement for the church, identified the church's five greatest strengths and weaknesses, explored the external environmental trends and conditions affecting the church's future ministry, and selected from one to three strategic issues which could most impact the attainment of this group's vision. Following the workshop, a Strategic Planning Team will design strategic change projects addressing each of the issues selected. These projects will then be integrated into annual operational planning.

### **Materials needed:**

- An overhead projector and screen
- large newsprint paper on a solid easel
- wall surface and masking tape to affix newsprint sheets
- paper and pens for participants

*Defining mission  
Environmental Scan  
Organizational Analysis  
Strategic Issue Mgt.*

### **Introduction: (9:30am - 9:45am)**

A discussion of the identity of the church; are we a gay/lesbian organization or the Christian Church; as the Christian church with primary ministry and constituency in gay/lesbian, bisexual and transgendered communities, what is the meaning of the Great Commission to our sense of purpose.

### **I. Vision & Values: Defining Our Mission (9:45am - 12:00pm)**

- A. Definition and discussion of Values; (9:45am-10:15am)
1. Values: *The most cherished beliefs and principles that guide this church*
  2. Each write down three; list all; vote on each (each person gets 3 votes); select 5

### **Break: 10:15am-10:30am**

- B. Definition and discussion of Vision; (10:30am-11:00am)
1. Vision: *A picture of the desired future of this church, inspiring loyalty & commitment*
  2. Vision can state: a) how society will be changed, or b) the ideal state of your church
  3. Each write a vision of both; vote for two of each
- C. Definition and discussion of Mission; (11:00am-12:00pm)
1. Mission: *A definition of this church now in terms of its services and products, its clients and customers, and its roles and functions.*

## a mission statement

Communicates the essence of your church  
& its plans. It contains 3 key elements

- your purpose
- what business you are in
- your vision

## Environmental Scan - threats/opportunities

Political

Economic

Societal trends

Technological - internet, web page

Medical

UFMCL.com

Traffic/congestion/parking - hostility to churches -

2. Elements of a Mission Statement (combined from National Center for Nonprofit Boards and Support Centers of America):
  - Name of organization: (who) *identity/purpose*
  - provides: (what) *product/service*
  - to: (for whom) *client/customer*
  - through/by: (how) *role/function/activity*
  - so that: (why) *vision*
3. Small groups of five will each write a draft mission statement for the church; read each draft for the whole group. The Strategic Planning Team will use these drafts to complete a new mission statement for the church.

**Lunch Break: 12:00pm - 1:00pm**

## **II. Past, Present, Future: An Environmental Scan (1:00pm - 1:45pm)**

- A. Discussion of forces, trends, conditions in the church's external environment that will affect/impact its ministry
- B. Identify five significant opportunities that this church might take advantage of during the next several years. Each person writes down three; list all; each person has three votes.
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## **III. Building On Our Strengths: An Organizational Assessment (1:45pm - 2:30pm)**

- A. Review and discuss data from congregational survey.
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B. Select one to three strategic issues. Each person write down one; list all; each person has three votes. Select three, prioritize

C. Discussion of strategic change projects and the process/outcomes to follow.

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